Budget 1991: Tough Choi

...Sharing the Hu

Executive Summ
Adopted By
Regional Counci
February 199

Regional Municipality of Ottawa-Carleton

91-04768/

Executive Summary

The **Budget** approved by Regional Council for the year 1991 will not provide the financial resources necessary to meet service levels and program mandates reflected in the 1990 Regional budget. In August, Council directed the Administration to bring in a budget not to exceed a 6.5% increase over 1990 and further, to propose expenditure options which would result in a 5% levy increase.

The approved 1991 Budget achieves a 7.8% increase. As will be seen, this tax levy target was only realized by making difficult and sometimes painful choices. This was emphasized during the Executive Committee review, when it became evident that the desired financial targets could not be achieved without severe social consequences.

Two overriding issues emerged during the development of this budget. Paramount is the current and pervasive economic recession and the associated ability of the citizens to finance ongoing public sector expenditures during this difficult period. Second is the more localized matter of program and financial entanglement with the provincial government...particularly in the human services program area. The critical features of this historic intergovernmental relationship have become more sharply focussed as a result of rapidly escalating demands, particularly in social services and the Region's ability to finance its share of these expenditures utilizing the property tax base.

These two powerful issues have resulted in a Regional budget package with the following highlights:

- **a 7.8% tax increase for the average urban taxpayer (Reference Annex A)**
- **a 9.9% tax increase for the average rural taxpayer (Reference Annex A)**
- **no increase in the water rate,**
- **no increase in the fire supply charge,**
- **1% increase in the sewer operations surcharge for a Water Quality Program,**
- **PROGRAM REDUCTIONS OF OVER $19.5 MILLION (REFERENCE ANNEX D),**
- **an increase in the landfill tipping fee from $43.00 to $46.00 a tonne effective Jan 1, 1991,**
- **a Capital Budget with new 1991 capital authority totalling $ 255.4 million and a 1991 spending plan of $357.5 million,**
- **a social services caseload increase of 20%,**
- **Provincial capping of $3.8 million in Chronic Care Homes.**

The entanglement of social programs has become an issue of such magnitute that it became essential to clearly segregate the effects on local taxation. Set out below is a statement segregating those local programs with little or no cost sharing from those which are largely cost-shared and over which the Council has very little control. This is presented to demonstrate the impact of income redistribution programs on the local tax base. Further details are provided in Annex B.

The essential message is that we must work with the provincial government to disentangle cost-shared social programs and to more properly locate both these costs and the ability to finance them in one jurisdiction.

Impact of Entanglement

	1990 Adjusted Budget ($000's)		1991 Request ($000's)		% *
	Gross	Net	Gross	Net	Increase
Regional Programs	229,984	154,191	243,232	162,558	2.7
Cost Shared Social Programs	260,046	71,811	310,786	87,276	19.7

Average Household Impact

	1990	1991	% * Increase
Urban (including rates)	$1,033	$1,086	5.1
Rural	287	315	9.9

* After assessment growth of 2.7%

In order to achieve Council's 1991 Budget targets, reductions totalling approximately $ 23.0 million had to be considered during the Administration's review. Due to the magnitude of the reduction required, it was determined at an early stage that nothing in the complete spectrum of Regional activities could be spared the most searching examination. Many painful choices were made in pursuit of Council's objectives.

Subsequently Regional Council's review resulted in the adoption of $19.5 million of the $23 million in proposed reductions. Services and programs in the following areas were curtailed or eliminated to achieve a tax impact of 7.8% :

- **Program reductions in *all* departments**
- **Pay-As-You-Go funding - frozen**
- **Health care grants - eliminated**
- **Grants to other Regional agencies - frozen or below guidelines**
- **Capital programs - reduced from projections**
- **Consultants, fixed assets and Administrative elements such as travel, conferences, overtime etc., reduced from 1990 level**

Program Reductions

	1991 Budget As Adopted By Regional Council	Program Reductions	
	Net $000	Net $000	%
Regional Programs			
Hospital Financing	-	3,854	100.0
Pay As You Go	69,380	12,140	17.5
Transportation	23,309	879	3.8
General Administration	22,665	568	2.5
Environmental Services	71,226	919	1.3
Cost Shared Programs			
Day Care	8,779	186	2.1
Health	4,229	118	5.7
Social Services	52,808	48	0.1
Homes For The Aged	9,152	47	0.5

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Chairman's Message

Budget 1991

We are all aware of the extent of the present recession. It will undoubtedly last throughout 1991 and 1992.

Both the federal and provincial governments are economically caught in a huge national-provincial debt repayment scenario and are unable to use the traditional "spend your way out of a recession" policy.

In order to maintain jobs within Ottawa-Carleton, our capital program will continue unabated - our own on-going job creation program.

Failure to establish sound financial strategies at the federal and provincial levels of government over the past ten years has resulted in economic impotence in Canada.

Ten years ago, Regional Council had the foresight and the courage to follow an economic plan that makes us unique in North America. Through the twin financing principles of pay-as-you-go and user pay, we, as one of the tenth largest public sector budgets in Canada, have the flexibility to challenge (in the short term) the recession as well as the continuing downloading from the Provincial Government.

Recessions by definition cause debilitating hardships through the spectrum of people in our community. All levels of income are affected. Those on welfare and those low and middle income families struggling to "get by" must obtain relief from the escalating taxes and costs descending upon them from all levels of government.

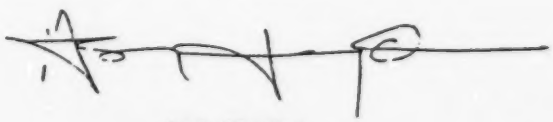
Because of that reality, Regional Council directed your Chairman and staff to bring in a 5% budget in order to ease the hurt to all those people we represent.

The budget before you responds to the public demand to hold tax increases to about the cost of living increase. The budget before you applies to all categories of service equally and equitably. There will be a reduction of service!

Pay-as-you-go which has been our life line to "AAA" financial ratings has been flat lined - a decision made in response to the recession. For one year - it can be tolerated. It cannot continue into 1992.

Acknowledging that this budget requires all sectors of our regional services to contribute to ease the hurt, I strongly recommend this budget to Regional Council.

Help Until the Recession Transpires



Andy Haydon,
Chairman

Department and Commission Heads

R.S. Clark
Chief Administrative Officer

R.J. Anderson
Corporate Affairs Commissioner

G. J. Armstrong
Homes For The Aged Commissioner

J.A. Bonsall
General Manager OC Transpo

G. Brown
Regional Clerk

J.D. Cameron
Regional Solicitor

Dr. S.J. Corber
Medical Officer of Health

R. Denham
Environmental Services Commissioner

B. Eastwood
Director of Property Services

J. Foley
Acting Human Resources Commissioner

J.C. LeBelle
Finance Commissioner & Treasurer

R.F. Palmer
Internal Auditor

A.J. Pope
Social Services Commissioner

M.J.E. Sheflin
Transportation Commissioner

N. Tunnacliffe
Planning Commissioner

Finance Department

J.C. LeBelle
Finance Commisioner & Treasurer

L.W. Russell
Deputy Treasurer & Director of
Budget & Accounting Services

D.F. Gray
Director of Treasury Services

S. Lechner
Director of Information Systems

Budget Development

M. Ali
Manager of Budget Services

M.B. Ward
Manager of Special Projects

Introduction by Chief Administrative Officer

Ronald S. Clark

Tough Choices: Sharing The Hurt

Striking the budget for 1991 has been a most difficult and challenging process. The budget has a tax impact of 7.8% which when combined with frozen water rates and the 1% increase in sewer rates results in a 5.1% average urban household impact.

There are two principal factors which have impacted dramatically on the preparation of this budget.

First, and with all euphemisms aside, the economy is in the midst of a significant recession. The impact of this recession has been felt both nationally and locally as numerous firms experience bankruptcy and others undertake significant cost reduction measures. Corporate downsizing, layoffs and other expenditure control strategies have been widely implemented to assist both business and government to weather this economic storm. During these very difficult economic times it is imperative that all institutions contribute to reducing the painful effects of this economic downturn.

Accordingly, and in response to this economic reality, this budget endeavors to restrain the Region's 1991 tax increase. To achieve this goal many traditional program areas and other Regional spending priorities have been either severely limited or in some cases terminated. For example, the prudent long-term financing policy of placing money in reserve funds to implement Council's "pay as you go" philosophy, and as a consequence reduce the Corporation's dependence on long-term debt, has been compromised for the first time in seven years.

In addition to this impact on the Corporation's long-term financing strategy, many sensitive issues involving community based programs have also been either curtailed or slashed. For example, Regional Council's program of supporting the Region's hospitals through its Health Care Grant Program is recommended for termination thereby affecting both the 1990 and 1991 fiscal years. As well, other proposed cuts have impacted on virtually the entire scope of Corporate program areas, ranging from environmental projects, road maintenance, enhanced health programming, and public information to grants for community groups and service agencies. These proposed cuts have produced a reduction of close to 20 million dollars. The challenge for Regional Council, was to strike the balance between appropriate service levels and acceptable tax levels.

Let us turn to the other phenomenon which, while it has been a part of Regional budgeting for several years, has been so starkly drawn into perspective this year. Specifically, the reference here is to the fiscal impact of cost-shared social programs, particularly in the areas of Social Services and Homes for the Aged. Ontario is the only major province in Canada that continues to have social service programs funded partially from the local property tax. Recently, we have witnessed both a significant acceleration in Social Service caseloads, as well as a substantial increase in the needs of our seniors, particularly in the area of chronic care. These realities have placed tremendous strains on the capacity of the Region to finance even its 20% program share when our revenue base is so heavily dependent on the property tax.

As Figures 1 and 2 illustrate, over a five period, (including the proposed 1991 budget), a substantial share of corporate resources have been devoted to Social Services.

Figure 1

Social Services Gross Expenditures

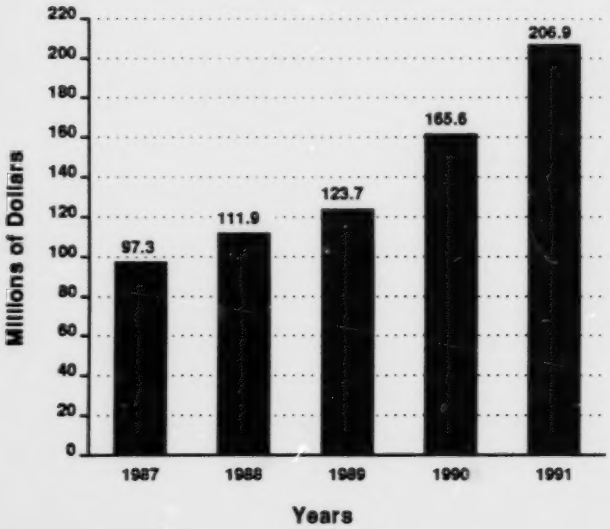
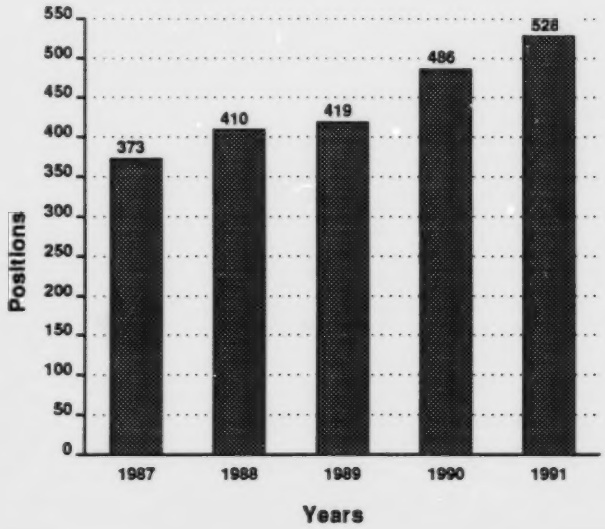


Figure 2

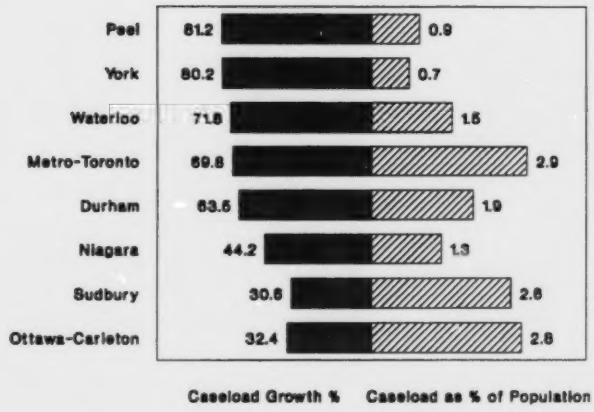
Full Time Positions Social Services



In this five year period, Social Services expenditures have more than doubled. As well, the department's staff complement has grown by 42%. In fact, during this same five year period, the departments of Social Services, Homes for the Aged and Health have accounted for over 81% of all new staff positions during this same period. There is no intention to suggest that these programs are not critical to the welfare of our community and its residents in need of support. Rather, what the rapid and unrelenting growth in these expenditures so pointedly reveals is the ever decreasing capacity of local government to keep pace with these significant cost increases. When Social Service caseloads are growing between 30% and 80% annually (see Figure 3), it is clear that local government can no longer finance even its 20% share of these rapidly escalating expenditures.

Figure 3

Social Services
Caseload Comparisons



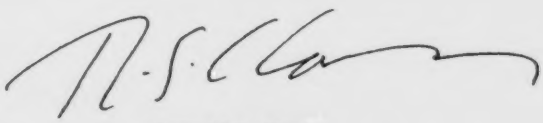
In order to accommodate these rapidly accelerating human services expenditures, other areas of the Corporation central to its mandate - the extension of infrastructure, construction and maintenance of roads and transit facilities, environmental services and other public services - must by necessity be curtailed in order to fund the Region's share of these social programs.

The essential message is that we must work with the provincial government to disentangle cost-shared social programs and to more properly locate both these costs and the ability to finance them in one jurisdiction.

Finally, we understand it is the Provincial Government's intention to establish a Fair Tax Commission to begin a wide range of public hearings in 1991. It will be essential for the Region to advance a compelling and comprehensive case to demonstrate the absolute requirement for disentanglement of these cost-shared social programs, and to advocate the need for additional revenue sources beyond the property tax.

In conclusion, the Executive Committee and Council have endeavoured to respect the realities of an economy currently in distress by approving a tax package of 7.8%. As well, the recommendation to freeze water and sewer surcharge rates as a method of offering some additional relief to residents and small businesses has been modified to take into account the community's evident concern for the environment. Council has approved an increase in the sewer surcharge by 1% to support Water Quality initiatives and this is included herein.

As the title to this document suggests, this is a time both for tough choices and for leadership in sharing the hurt caused by these recessionary times.



Ronald S. Clark
Chief Administrative Officer

Budget Overview

This document is an Executive Summary to the 1991 Operating and Capital Budgets and 1992-2000 Capital Forecast all of which were adopted by Council on February 5-6, 1991.

This Executive Summary highlights issues from a corporate perspective and provides commentary on the economic and financial context within which this budget has been developed. It provides an overview of the budget within a single document. The supporting details are provided in the Operating and Capital Budget volumes.

Ottawa-Carleton's corporate and strategic vision has in recent years become more focussed through the refinement of the budget and strategic planning processes. The development of budget guidelines identifies for Council the appropriate costs and tax requirements associated with approved programs and service levels and provides a clear focus for departmental internal reviews and subsequent corporate analysis.

The results of going through those processes has confirmed that difficult economic times such as these require from everyone a strong sense of priorities and a renewed focus on essentials. While a strong case was made in 1991 for much-needed expansion in a number of programs and services, this had to be weighed against the ability of our citizens to finance public sector expenditures during this difficult period.

The reality of taxpayer exhaustion still remains. What is required is a fine balance!

This budget makes a very serious effort to address that balance.

Achievement of a 7.8% urban tax increase has only occurred as a result of some very difficult and painful program and service reductions being made. **This Budget does not provide the financial resources necessary to meet the 1990 base level program and service level requirements adopted by Council.**

There are trade-offs to be made between the need to meet legitimate expectations for tax relief and the desire to address the stresses in service delivery. To meet those expectations required that substantial program and service level reductions had to be proposed. Programs were reviewed to assess their contribution to corporate objectives and to determine whether a lesser level of service could be acceptable or whether the program, while useful and desirable, was truly essential.

A multitude of factors must be addressed in arriving at an appropriate level of expenditure to meet the cost of approved programs and yet remain affordable. A staggering tax impact has been felt in the areas of:

- accelerating welfare caseload
- Provincial subsidy capping in Homes for the Aged

"Pay as You Go" and "User Pay" have long been the key principles in the Regional budget philosophy. They continue to be essential elements in a responsible fiscal program and the effect of the prevailing economic climate on these elements through their inclusion in program reductions has been severe enough to warrant concern. It has to be remembered that, given the size of the Region's capital program, any reduction in "Pay as You Go" is short term gain for long term pain!

Since the Region's 1991 budget has been developed in direct response to the overall climate of anxiety at the taxation levels of all governments, it could not recognize all the needs of previously approved programs. There is a continuing need to balance the achieving of budget targets with the impact of program reduction.

Public Viewpoint

Taxpayers have exhibited an unprecedented level of frustration at the continuing pace of public sector expenditures. There is an expectation that a strong sense of priority setting will have to be visible when budgets are brought forward for approval. Interest groups involved in various high-profile public issues, some equally as emotional as those angered at tax increases, are expected to make strong representations on behalf of their constituencies if fiscal restraint is perceived as an attack on the causes they support.

Budget Guideline

On August 8, 1990 Regional Council approved a 1991 Budget Guideline. The Administration presented a guideline requirement of 7.9%. Council directed that the Budget come in at an increase of between 5.0% and 6.5%. If the guideline were to be prepared based on today's realities, the tax requirement would be in excess of 12%.

Budget Development

Beginning in October 1990, an exhaustive examination of each department's 1991 budget submission was undertaken. A series of reviews took place starting with the Budget Review Board of Management Committee, the various Policy Committees and then by the Executive Committee to approve the final recommendation to Regional Council.

Each step in the process was faced with the challenge of reconciling the factors causing the increase in the budget and the requirement to bring in budget recommendations in line with Council's direction. In addition the unmistakable reality of the recession required the most serious consideration.

The consolidated budget proposals initially presented for review represented a net tax increase in excess of 14%.

The review carefully examined all program initiatives, both operating and capital, for need and timing. New and expanded requests were accommodated only for those considered to be of the highest priority.It was apparent that meeting Council's target could not be accommodated solely by cutting back on administrative elements such as travel or operational matters such as overtime or even the most stringent review of new and expanded requests. Of the $23 million of program or service reductions which were very reluctantly identified as necessary to avoid a serious impact on taxpayers, $19.5 million have been adopted by Regional Council. A summary is shown in Table 1.1 and details are at Annex D.

The impact of program reductions will be felt in many areas and for many years to come. The freezing of various pay as you go contributions means that the lack of those contributions and interest earnings thereon will create shortfalls in later years. The effort to avoid a severe tax impact during a year of serious difficulties has to be recognized as more than a one-year event.

The examination of program requirements during the various Committees' reviews made it evident that a desirable financial target could not be achieved without severe social consequences. The balance between the need for a reasonable and responsible level of public program expenditures and the taxpayers ability to pay for them was determined after the most serious consideration.

The result of these deliberations is a budget adopted by Council with a combined impact on taxes and rates for the average urban household of 5.1% and for the average rural household of 9.9%. (See Annex A)

Economic & Financial Issues

Overview of Economy

Although there is general agreement among economic forecasters that 1990 has seen the onset of recession and 1991 will likely see a recovery, there is no consensus as to which quarter will be the one to confirm that recovery. Predictions of a second quarter recovery were being made when there were no strong prospects of a US recession, however, the present American picture continues to be uncertain and some would suggest a recovery as late as the third quarter of 1991 is more likely.

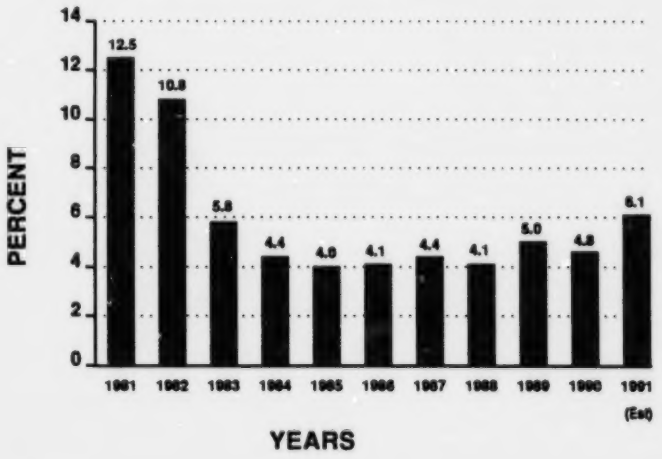
Inflation Rate

The rate of inflation over the past five years has remained fairly constant at around 4%. At the end of December 1990, the Consumer Price Index (CPI) showed a 4.8% increase year over year. An increase in the CPI has been forecast at 6.1% or higher for 1991. On the local level, the CPI for Ottawa showed a 4.3% increase at the end of December.

The December 1990 Southam Construction Cost Index (Ontario Series) reflecting structural construction costs, shows a 4.4% year to year increase as of 15 December, 1990.

Table 2.1

Consumer Price Index



Interest Rates

The chartered bank prime interest rate averaged 14.10% for 1990 compared to 13.26% for 1989. While the average rate was higher than the previous year, prime rates were in fact on the decline for the latter half of 1990 ending the year at 12.75%. Since year end, the interest rate reductions have accelerated which suggests that the Bank of Canada's concern has shifted from inflation to matters related to the country's economic recession. The prime rate has fallen to 11.25% at the end of February 1991 and Wood Gundy forecasts a further decline in rate to 9% by December 1991.

Exchange Rate

The Canadian dollar continued to appreciate against the US dollar with a high of $ 0.882 for 1990. This increase was influenced by the higher interest rates in the Canadian market and the increased spreads over US money market rates. Forecasts indicate that the Canadian dollar appears to have reached its peak. It was traded at $ 0.8618 at the end of December 1990. Forecasts for 1991 by The Royal Bank of Canada indicate that the Canadian dollar will decline through $ 0.84 US during the first half of the year and reach $ 0.83 US by year end.

Tax Increases, Assessment Growth and Inflation

Assessment growth for 1991 is 2.7%. Table 2.2 shows a comparison of assessment growth, tax increases and the rate of inflation.

Demographics

The population in the Region during the 1980's increased at a steady pace to the present level of 657,000. Rates of growth vary between a low of 0.8% in 1981 and a high of 3.2% in 1985.

Present information indicates that if current rates of population growth and household formation continue to 1991, an additional 31,000 households will have been created during the 1986-91 period (slightly higher than the increase of 28,000 between 1981-86). A report to Council in April 1990 indicated that growth in population is expected to result in a Regional population of over 871,000 by the year 2011. While the recession will slow the pace toward that total in 1991, there should be no overall impact on the report's conclusions.

Table 2.2

Tax Increases - Assessment Growth - Downloading - Inflation

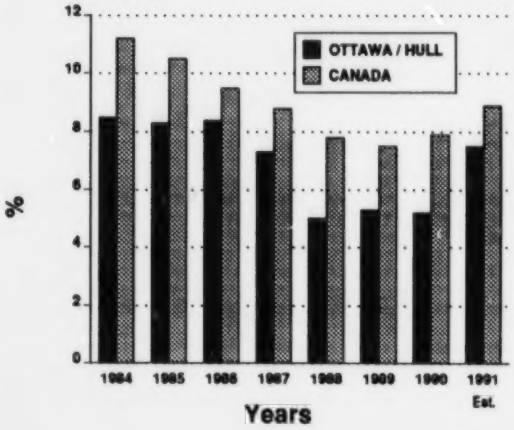
			Less			
	Total Levies	Incr	Assess. Growth	Provincial Down-Loading	Net Impact	Rate of Inflation
	$000	%	%		%	%
1986	143,990	9.2	2.4	-	6.8	4.1
1987 (Introduction of Day Care)	162,373	12.8	5.7	-	7.1	4.4
1988 (Introduction of 9.1.1.)	180,569	11.2	2.8	-	8.4	4.1
1989	200,698	11.2	4.5	1.2	5.5	5.0
1990 (Incl Social Service Reform)	226,002	12.6	3.1	4.2	5.3	4.8
1991	249,833	10.5	2.7	1.3	6.5	6.1

Unemployment

Historically, the unemployment rate in the Region has been low relative to the national unemployment rate in Canada. In 1990 the average unemployment rates for the Region and Canada were 5.2% and 8.1% respectively. (See Table 2.3).

Table 2.3

Unemployment Rates



Housing

Data provided by the Planning Department show that housing starts were down by 33% in 1989 and continued to slide in 1990 to an estimated 5,000 starts. It should be noted that there would have been a greater decrease overall had there not been an increase in assisted housing starts. Forecasts for 1991 show a modest increase of 3% for Ontario and 5 % locally. While the local percentage looks high, it translates to an increase of only a few hundred starts. Table 2.4 illustrates housing starts and Table 2.5 shows building permit activity.

Table 2.4

Housing Starts by Type In Ottawa-Carleton

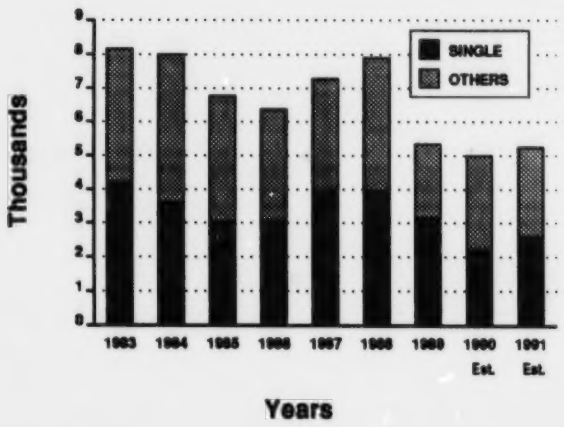
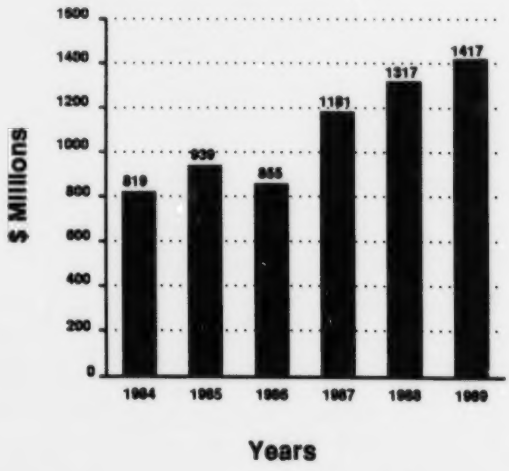


Table 2.5

Building Permit Value



Information Sources For This Section:
Statistics Canada, Conference Board of Canada, Royal Bank of Canada, Wood-Gundy

Federal & Provincial Policies

Federal

The annualization of 1990 impacts (notably unemployment insurance changes) will have an additional impact on the Region in 1991, as will the imposition of the GST. Until the establishment of UIC maximum earnings ceilings for 1991 and the details of the GST municipal exemptions and credits become known, it will not be possible to quantify these impacts. This will be advised later in 1991.

Provincial

By far the largest impact on the Region in 1991 is the cost of servicing Provincially-mandated social programs in an atmosphere of steadily rising costs and the imposition of cutbacks or caps on the Province's share of its own programs. The Province passed employment equity legislation which the Region in good faith implemented as part of its job evaluation program. Most seriously affected in terms of increased staff costs is Homes for the Aged where the Province, by means of a cap on shared costs, is refusing to pay its share of its own programs. The effect of this one issue for 1991 is $ 3.8 million.

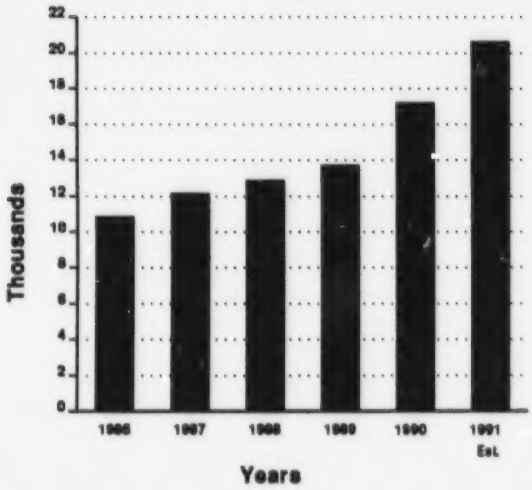
Social Services Impacts

The intent of the reforms announced in the 1989 Provincial budget was to improve benefits for families and children, and provide all recipients with greater opportunity for independence. These changes will continue to have an impact in 1991.

Additional welfare rate increases announced by the government in late November have been indicated to be at full Provincial cost. Until details of the program changes are known and analysed, it is not possible to confirm the impact of the Provincial announcement.

Table 3.1

G. W. A. Cases



The total caseload growth for General Welfare Assistance is shown at Table 3.1.

The costs associated with the entanglement of local and cost shared programs will have a tremendous impact on determining the direction of the Regional Municipality as shown in Annex B.

Table 3.2

Provincial Downloading

Impact on Regional Taxes

	Net Impact (000's)		
	1989	1990	1991
Program Issues			
Provincial Capping			
- Homes For The Aged	$ -	$ 2,952	$ 3,794
- Social Services / Day Care	300	1,085	1,420
Social Assistance Reform	-	5,485	6,445
Freedom of Information (estimated)	-	40	50
Tax Issues			
Employer Health Levy	-	725	760
Fuel,Tires, Gasoline	-	285	315
Revenue Issues			
Unconditional Grants	1,915	-	835
TOTAL IMPACT	**$2,215**	**$10,572**	**$13,619**
Tax Impact	1.2%	4.2%	1.3%

Recommendations

The amounts reported in these operating and capital budget estimates for 1991 have been adopted and the Finance Commissioner has been authorized to make such adjustments to debentures and reserve fund financing authorities for capital projects to reflect the final results of 1990 operations and M.T.O. subsidy available for the financing of capital projects.

Acknowledgment

We would like to express our sincere thanks for the substantial efforts made by the staff of the Finance Department and all Regional departments in the development of the 1991 Budget. There have been numerous difficulties faced in achieving a balance between the need for programs and the requirement for restraint in tax increases. It was only through a strong spirit of co-operation and teamwork that Council's targets could be achieved.

J.C. LeBelle
Finance Commissioner

R.S. Clark
Chief Administrative Officer

Operating Budget

Summaries

Notes to Operating Budget Summaries

- The financial structure utilized by the Region in developing its budget requirements consists of four tax supported and three rate supported funds as shown below:

Tax Supported	Rate Supported
■ Region-wide	■ Sewer Operations
■ Day Care	■ Water
■ Transit	■ Solid Waste Disposal
■ Sewer Capital	

- The pages that follow provide a detailed breakdown of the services and the expenditures and revenues by fund.
- The budget requirements shown for each fund reflect the decisions made by Regional Council during budget deliberations on February 5 and 6.
- The urban property owner receives all of the services associated with each of the above funds, while the rural property owner only receives the services funded by the Region-wide tax levy,
- Debt charges and capital pay-as-you-go (PAYG) in the Region- wide fund have not been functionalized as in previous years. Only the debt charges associated with the Ottawa-Carleton Centre, Denis Coolican Building and the Clyde Avenue building continue to be functionalized.
- The Transit fund requirement for OC Transpo and the Transportation for the Handicapped represents the net requirement as approved by the Transit Commission on December 5, 1990.
- The 1990 Transit Fund deficit of $374,266 is included in the 1991 Transit Fund Levy.
- Provincial Unconditional Grants have been increased by 5.0% over the 1990 levels based on the recent Provincial announcement.
- The increase in unemployment insurance premiums as announced in the recent Federal Budget has been included.

5.1 Summary of 1991 Operating Budget

	1990 Actual		1990 Adjusted Budget		1991 Total Request		
	Gross $000	Net $000	Gross $000	Net $000	Gross $000	Net $000	Inc. %
Urban Tax Supported							
Region Wide	345,620	135,892	336,515	135,892	385,709	152,972	12.6
Day Care	31,521	6,662	32,972	6,662	38,888	8,779	31.8
Transit	95,963	59,759	95,947	59,759	104,121	64,722	8.3
Sewer Capital Financing	25,595	23,689	25,596	23,689	25,300	23,360	(1.4)
	498,699	226,002	491,030	226,002	554,018	249,833	10.5
Less Assessment Growth							2.7
Net Impact Urban Taxpayer							7.8
Rural Tax Supported							
Region Wide (see above)							12.6
Less Assessment Growth							2.7
Net Impact Rural Taxpayer							9.9
Rate Supported							
Sewer Operations	54,863	51,796	54,519	51,500	59,900	56,651	10.0
Water Supply	67,485	60,081	67,416	60,084	71,182	63,048	4.9
Solid Waste Disposal	18,282	18,282	10,775	10,775	12,884	12,884	19.6
	140,630	130,159	132,710	122,359	143,966	132,583	
Rates							Rate Inc. %
Sewer Surcharge – Residential		105.0%		105.0%		106.0%	1.0
– Non-Residential		123.5%		123.5%		124.7%	1.0
Water Rate Per M3		$0.48		$0.48		$0.48	0.0
Fire Supply (C. of O. Mill Rate)		4.90		4.90		4.90	0.0
Tipping Fee Per Tonne		$43.00		$43.00		$46.00	7.0

5.2 Budget By Departments/Agencies

	1990 Actual		1990 Adjusted Budget		1991 Total Request		
	Gross	Net	Gross	Net	Gross	Net	Inc.
	$000	$000	$000	$000	$000	$000	%
Tax Supported							
Region Wide							
Administration							
Legislative	1,005	1,005	987	987	957	957	(3.0)
Chairman's Office	287	287	317	317	325	325	2.5
C.A.O.	614	614	631	631	757	757	20.0
- Information & Public Affairs	672	670	729	724	830	824	13.8
Corporate Affairs	-	-	-	-	166	166	-
Regional Clerk	2,596	2,369	2,135	1,920	2,181	2,038	6.1
911 Emergency System	1,742	1,742	2,204	2,204	2,255	2,255	2.3
Legal Services	1,938	1,763	1,746	1,594	1,869	1,693	6.2
- Taxi Licensing Committee	111	111	601	40	26	26	(35.0)
Property Services	1,286	826	1,215	875	1,300	939	7.3
- Ottawa-Carleton Centre	9,842	9,276	9,806	8,434	9,090	7,824	(7.2)
- Denis Coolican Bld.	1,020	999	887	856	728	692	(19.2)
Human Resources	2,987	2,954	2,688	2,688	3,060	3,045	13.3
Finance	5,893	5,889	5,837	5,831	6,243	6,239	7.0
- Information Systems	3,887	3,882	3,995	3,995	4,137	4,137	3.6
- Sinking Fund Committee	11	11	12	12	13	13	8.3
- Purchased Services	248	248	214	214	210	210	(1.9)
- Insurance	301	24	278	28	331	81	189.3
Audit - Internal	517	517	519	519	561	561	8.1
- External	70	70	70	70	76	76	8.6
Planning	3,500	2,678	3,451	2,625	3,757	2,900	10.5
Direct Recoveries (Other Funds)	(3,015)	(3,015)	(2,970)	(2,970)	(3,092)	(3,092)	4.1
General Admin. Allocation	(8,482)	(8,482)	(8,482)	(8,482)	(10,001)	(10,001)	17.9
	27,030	24,438	26,870	23,112	25,779	22,665	(1.9)
Transportation							
Transportation - Operations	40,811	21,735	39,254	22,492	40,297	23,309	3.6

5.2 Budget By Departments/Agencies

	1990 Actual		1990 Adjusted Budget		1991 Total Request		
	Gross	Net	Gross	Net	Gross	Net	Inc.
	$000	$000	$000	$000	$000	$000	%
Health & Social Services							
Health	14,586	3,617	15,854	4,127	16,704	4,229	2.5
Hospitals							
– Capital Grants	29	29	3,238	3,238	–	–	(100.0)
Children's Aid Society	5,535	5,535	5,723	5,723	6,534	6,534	14.2
Social Services	171,532	43,555	162,780	42,683	202,303	51,203	20.0
– Administered Services	2,574	–	2,856	–	3,030	–	–
Homes for the Aged	29,340	7,966	28,149	5,012	30,453	9,152	82.6
	223,596	60,702	218,600	60,783	259,024	71,118	17.0
Environmental Development							
Conservation Authorities	1,725	1,512	1,730	1,519	2,109	1,689	11.2
Environmental Areas	162	102	102	102	102	102	0.0
	1,887	1,614	1,832	1,621	2,211	1,791	10.5
Economic Development							
O.C.E.D.C.	1,128	1,128	1,130	1,130	1,132	1,132	0.2
O.T.C.A.	1,738	1,738	1,738	1,738	1,800	1,800	3.6
O.C.R.I.	140	140	140	140	145	145	3.6
	3,006	3,006	3,008	3,008	3,077	3,077	2.3
Other & Fiscal							
Grants	1,408	1,408	1,450	1,450	1,273	1,273	(12.2)
O.C. Humane Society	352	352	352	352	369	369	4.8
Sundry	715	690	508	476	616	599	25.8
Provision for Unforeseen	–	–	850	850	2,255	2,255	165.3
Contracts & J.E.	–	–	340	340	2,968	2,961	770.9
Remissions	1,410	1,410	1,088	1,088	1,550	1,550	42.5
Termination & Sick Leave	1,175	–	1,200	–	1,200	–	–
Other Financial Charges	9,515	9,515	6,237	6,238	9,300	9,300	49.1
Capital PAYG	12,710	12,710	12,500	12,500	12,500	12,500	0.0
Debt Charges	22,005	22,005	23,219	23,219	23,290	23,290	0.3
Other Revenue	–	(8,111)	–	(5,354)	–	(6,723)	25.6
	49,290	39,979	46,951	40,366	55,321	47,374	17.4
Unconditional Grants	–	(15,582)	–	(15,490)	–	(16,362)	5.6
Total Region Wide	345,620	135,892	336,515	135,892	385,709	152,972	12.6

5.2 Budget By Departments/Agencies

	1990 Actual		1990 Adjusted Budget		1991 Total Request		
	Gross	Net	Gross	Net	Gross	Net	Inc.
	$000	$000	$000	$000	$000	$000	%
Day Care							
Service Area	27,340	5,205	29,152	5,738	34,120	6,997	21.9
Non – Service Area	571	–	649	–	752	–	–
Administration	2,113	425	2,413	614	2,305	588	(4.2)
General Admin. Allocation	511	511	511	511	1,540	1,540	201.4
Provision for Unforeseen	–	–	52	52	55	55	5.8
Capital Grants	171	171	171	171	–	–	(100.0)
Other Financial Charges	74	74	49	49	51	51	4.1
Day Care Levy Contingency	741	741	–	–	–	–	
Contract Settlements	–	–	(25)	(25)	65	65	(360.0)
	31,521	7,127	32,972	7,110	38,888	9,296	30.7
Other Revenue							
Supplementary Assessment	–	(133)	–	(119)	–	(171)	43.7
Support Grant	–	(326)	–	(324)	–	(342)	5.6
Other	–	(6)	–	(5)	–	(4)	(20.0)
	–	(465)	–	(448)	–	(517)	15.4
	31,521	6,662	32,972	6,662	38,888	8,779	31.8
Transit							
OC Transpo Net Requirement	63,638	36,382	63,953	36,301	67,967	38,647	6.5
Transportation/Handicapped	8,505	4,442	8,474	4,366	11,269	5,774	32.2
Senior Citizen Passes	962	962	1,150	1,150	1,150	1,150	0.0
Other	114	114	19	19	19	19	0.0
General Admin. Allocation	1,979	1,979	1,979	1,979	1,977	1,977	(0.1)
Capital PAYG	13,700	13,700	13,700	13,700	13,700	13,700	0.0
Debt Charges	5,165	5,165	5,165	5,165	5,165	5,165	0.0
Other Financial Charges	1,900	1,900	1,507	1,507	2,500	2,499	65.8
Prior Year Deficit	–	–	–	–	374	374	–
	95,963	64,644	95,947	64,187	104,121	69,305	8.0
Other Revenue							
Supplementary Assessment	–	(1,239)	–	(1,176)	–	(1,148)	(2.4)
Support Grant	–	(3,269)	–	(3,250)	–	(3,432)	5.6
Other	–	(3)	–	(2)	–	(3)	50.0
	–	(4,511)	–	(4,428)	–	(4,583)	3.5
	95,963	59,759	95,947	59,759	104,121	64,722	8.3
1990 Deficit		374					

5.2 Budget By Departments/Agencies

	1990 Actual		1990 Adjusted Budget		1991 Total Request		
	Gross	Net	Gross	Net	Gross	Net	Inc.
	$000	$000	$000	$000	$000	$000	%
Sewer Capital Financing							
Capital PAYG	16,500	16,500	16,500	16,500	16,500	16,500	0.0
Debt Charges – Principal	8,804	8,804	8,888	8,888	8,519	8,519	(4.2)
Other Financial Charges	291	291	208	208	281	281	35.1
	25,595	25,595	25,596	25,596	25,300	25,300	(1.2)
Other Revenue							
Supplementary Assessment	–	(485)	–	(496)	–	(448)	(9.7)
Support Grant	–	(1,421)	–	(1,411)	–	(1,492)	5.7
	–	(1,906)	–	(1,907)	–	(1,940)	1.7
	25,595	23,689	25,596	23,689	25,300	23,360	(1.4)
Rate Supported							
Sewer Operations							
Operations	15,767	15,660	22,796	22,558	24,771	24,272	7.6
Admin. & Overhead	2,373	2,373	2,389	2,389	1,924	1,924	(19.5)
Provision for Unforeseen	–	–	66	66	70	70	6.1
Debt Charges – Interest	3,675	3,675	5,012	5,012	8,119	8,119	62.0
Depreciation	22,730	22,730	22,730	22,730	21,607	21,607	(4.9)
Other Financial Charges	3,689	3,689	2,073	2,073	3,866	3,866	86.5
Sewer Surcharge Contingency	6,629	6,629	–	–	–	–	
Contract Settlements	–	–	(547)	(547)	(457)	(457)	(16.5)
	54,863	54,756	54,519	54,281	59,900	59,401	9.4
Other Revenue							
Support Grant	–	(2,344)	–	(2,264)	–	(2,461)	8.7
Other	–	(616)	–	(517)	–	(289)	(44.1)
	–	(2,960)	–	(2,781)	–	(2,750)	(1.1)
	54,863	51,796	54,519	51,500	59,900	56,651	10.0
Sewer Surcharge		51,796		51,500		56,651 *	10.0

* The increase in revenue is due to system growth, the annualization of the 1990 rate increase and a one percent increase in the sewer surcharge.

5.2 Budget By Departments/Agencies

	1990 Actual		1990 Adjusted Budget		1991 Total Request		
	Gross	Net	Gross	Net	Gross	Net	Inc.
	$000	$000	$000	$000	$000	$000	%
Water							
Operations	33,160	31,550	33,122	31,663	36,642	34,346	8.5
Admin. & Overhead	6,120	6,120	6,402	6,402	7,451	7,451	16.4
Provision for Unforeseen	–	–	150	150	150	150	0.0
Debt Charges	5,529	5,529	5,529	5,529	5,138	5,138	(7.1)
Capital PAYG	22,011	22,011	22,738	22,738	21,573	21,573	(5.1)
Other Financial Charges	665	665	469	469	1,156	1,156	146.5
Contract Settlements	–	–	(994)	(994)	(928)	(928)	(6.6)
	67,485	65,875	67,416	65,957	71,182	68,886	4.4
Other Revenue							
Supplementary Assessment	–	(112)	–	(218)	–	(154)	(29.4)
Support Grant	–	(3,418)	–	(3,387)	–	(3,589)	6.0
Other	–	(2,264)	–	(2,268)	–	(2,095)	(7.6)
	–	(5,794)	–	(5,873)	–	(5,838)	(0.6)
	67,485	60,081	67,416	60,084	71,182	63,048	4.9
Sale of Water		48,146		48,500		50,893	4.9
Fire Supply		11,935		11,584		12,155	4.9
		60,081		60,084		63,048 *	4.9

* The increase in revenue is due to system growth and annualization of the 1990 rate increase.

Solid Waste Disposal							
Operations	1,836	1,836	1,951	1,951	2,251	2,251	15.4
Admin. & Overhead	599	599	606	606	762	762	25.7
Debt Charges	338	338	338	338	262	262	(22.5)
Capital PAYG	15,328	15,328	8,144	8,144	9,486	9,486	16.5
Other Financial Charges	181	181	–	–	207	207	–
Contract Settlements	–	–	(264)	(264)	(84)	(84)	(68.2)
	18,282	18,282	10,775	10,775	12,884	12,884	19.6
Tipping Fee Revenue	18,282	18,282	10,775	10,775	12,884	12,884	19.6

Capital Budget

Summaries

6.1 Summary of Capital Authority

(Adjusted for Inflation)

	1991 $000	1992 $000	1993 $000	1994 $000	1995 $000	1996–2000 $000	TOTAL $000
REGION WIDE							
– General Administration	3,256	3,472	3,205	6,796	3,289	15,525	35,543
– Environmental Areas		300	315	331	347	4,939	6,232
– Health & Social Services	4,560	2,800	1,468		4,500	50,958	64,286
– Transportation	95,678	102,763	99,198	71,402	107,340	481,695	958,076
REGION WIDE	103,494	109,335	104,186	78,529	115,476	553,117	1,064,137
TRANSIT	13,785	10,200	27,485	32,850			84,320
SEWER	65,333	7,502	22,734	8,073	18,695	111,408	233,745
WATER	55,076	35,746	41,593	29,825	37,361	208,016	407,617
SOLID WASTE DISPOSAL	17,746	11,135	7,625	37,100	17,940	233,150	324,696
TOTAL AUTHORITY	255,434	173,918	203,623	186,377	189,472	1,105,691	2,114,515
Revenue	93,401	54,994	69,725	55,031	69,798	302,484	645,433
NET AUTHORITY	162,033	118,924	133,898	131,346	119,674	803,207	1,469,082
Total Net Financing							
Debentures	28,650	44,800	23,934	10,335	23,760	27,283	158,762
Capital PAYG	108,784	53,962	79,724	89,236	63,297	591,161	986,164
Equipment Reserve	3,837	4,112	3,455	3,275	2,937	19,763	37,379
R.D.C. Reserve	20,762	16,050	26,785	28,500	29,680	165,000	286,777
Net Financing	162,033	118,924	133,898	131,346	119,674	803,207	1,469,082

6.2 Capital Authority by Project

(Adjusted for Inflation)

Region Wide

PAGE	PROJECT NUMBER AND DESCRIPTION	1991	1992	1993	1994	1995	1996-2000	TOTAL
		$000	$000	$000	$000	$000	$000	$000
	GENERAL ADMINISTRATION							
38	17907 Geographically Referenced Information System	354	608	617	608	384	959	3,530
40	17908 Communications Equipment Purchases	307	198	149	108	80	185	1,027
42	17909 1991 Computer Equipment Purchases	530	666	214	845	325	1,881	4,461
46	13503 Accommodation for Councillors	65			2,935			3,000
48	13506 Denis Coolican-Parking Lot			125				125
54	19905 Assisted Housing Land Bank	2,000	2,000	2,100	2,300	2,500	12,500	23,400
	General Administration	3,256	3,472	3,205	6,796	3,289	15,525	35,543
	Revenue			1,100	2,300	2,500	12,500	18,400
	NET AUTHORITY	3,256	3,472	2,105	4,496	789	3,025	17,143
	Environmental Development							
58	62901 Environmental Areas		300	315	331	347	4,939	6,232

6.2 Capital Authority by Project

(Adjusted for Inflation)

Region Wide

PAGE	PROJECT NUMBER AND DESCRIPTION	1991	1992	1993	1994	1995	1996-2000	TOTAL
	HEALTH & SOCIAL SERVICES	$000	$000	$000	$000	$000	$000	$000
	HOMES FOR THE AGED							
62	54410 Carleton Lodge Communal Water System SCADA Tie-in							
64	54416 Carleton Lodge Expansion						12,550	12,550
66	54405 Centre D'Accueil Champlain Renovations & Upgrading			1,468				1,468
68	54404 Island Lodge Replacement					4,500	38,408	42,908
70	54412 Island Lodge Renovations & Downsizing		2,800					2,800
72	54415 Island Lodge - Installation of Window Cleaning Anchors	110						110
	Total Homes for the Aged	110	2,800	1,468		4,500	50,958	59,836
	Revenue	55	1,352	734			27,775	29,916
	NET AUTHORITY	55	1,448	734		4,500	23,183	29,920
	SOCIAL SERVICES							
76	54421 Replacement Facility Emergency Housing for Families	3,400						3,400
78	54422 Replacement Facility Emergency Housing for Women	1,050						1,050
	NET AUTHORITY	4,450						4,450

6.2 Capital Authority by Project

(Adjusted for Inflation)

Region Wide

PAGE	PROJECT NUMBER AND DESCRIPTION	1991	1992	1993	1994	1995	1996-2000	TOTAL
		$000	$000	$000	$000	$000	$000	$000
	TRANSPORTATION SERVICES							
	Hard Surfaced Roads - Base Program							
106	30609 Vanier Parkway (Beechwood - Sussex)			4,000		25,444		29,444
108	30610 Hunt Club Extension (Proposed Hwy 416 - Merivale)	7,535	11,845	6,890	6,890			33,160
110	30611 Hunt Club Extension (Merivale - Bowesville)	6,008						6,008
112	30619 Hunt Club Road (Bowesville-Airport Parkway)		10,705					10,705
114	30612 Hunt Club Extension (E/L Airport Parkway - Hawthorne)							
116	30613 Bronson Avenue - Portage Bridge Connection			12,410				12,410
118	30614 Riverside Drive (Smyth-Industrial)	550						550
120	30616 March Road (Queensway-Solandt)	1,600	4,060	3,585	4,445			13,690
122	30618 Hawthorne-Walkley Connection	875			12,800			13,675
124	30661 Pavement Management System	85	80	85	90	95	550	985
126	30674 Baseline Road (Proposed Hwy 416 - Greenbank)	275	1,335	6,955				8,565
128	30679 Pre-Engineering Services	368	475	500	525	550	3,205	5,623
130	30682 Practical Standards Programme	7,355		3,350		1,280	7,500	19,485
132	30684 Intersection Improvement Programme	1,050	1,100	1,155	1,215	1,280	7,440	13,240
134	30685 Inner Provincial Highway By-Pass	3,000						3,000
136	30686 Urban Rehabilitation Programme	2,050	1,200	1,100	1,155	1,215	7,045	13,765
138	30687 Resurfacing & Rural Rehabilitation Programme	4,305	6,620	6,950	7,295	7,665	44,485	77,320
140	30646 Unspecified Long Range Projects						44,000	44,000
	Total Base Program	35,056	37,420	46,980	34,415	37,529	114,225	305,625
	MTO Revenue	12,684	14,746	26,011	13,520	14,754	44,188	125,903
	NET AUTHORITY	22,372	22,674	20,969	20,895	22,775	70,037	179,722

6.2 Capital Authority by Project

(Adjusted for Inflation)

Region Wide

PAGE	PROJECT NUMBER AND DESCRIPTION	1991	1992	1993	1994	1995	1996-2000	TOTAL
		$000	$000	$000	$000	$000	$000	$000
	TRANSPORTATION SERVICES							
	Hard Surfaced Roads - Growth Related							
144	30604 Walkley Road Extension (Russell - Hwy 417)		13,710					13,710
146	30606 Blackburn Hamlet By-pass	(924)						(924)
148	30663 Tenth Line Road (Innes - Jeanne d'Arc)	38,840						38,840
150	30666 Eagleson Road (Fernbank - Robertson)	115						115
152	30667 St.Joseph Blvd (Duford - Centrum)	2,896						2,896
154	30676 St.Joseph Blvd (Queensway - Jeanne d'Arc)	3,275	8,394					11,669
156	30648 Unspecified Long Range Growth Related Projects			18,000	18,000	50,000	290,000	376,000
	Total Growth Related	44,202	22,104	18,000	18,000	50,000	290,000	442,306
	MTO Special Agreements	32,354	8,186	9,000	9,000	25,000	145,000	228,540
	NET AUTHORITY	11,848	13,918	9,000	9,000	25,000	145,000	213,766
	Total Hard Surfaced Roads	79,258	59,524	64,980	52,415	87,529	404,225	747,931
	MTO Revenue	12,684	14,746	26,011	13,520	14,754	44,188	125,903
	MTO Special Agreements	32,354	8,186	9,000	9,000	25,000	145,000	228,540
	NET AUTHORITY	34,220	36,592	29,969	29,895	47,775	215,037	393,488
	Bridges/Grade Separations							
160	31001 Beckett's Landing Bridge (Structure 6214)	170						170
162	31002 Cummings Bridge (Structure 310)			14,520				14,520

6.2 Capital Authority by Project

(Adjusted for Inflation)

Region Wide

PAGE	PROJECT NUMBER AND DESCRIPTION	1991	1992	1993	1994	1995	1996-2000	TOTAL
		$000	$000	$000	$000	$000	$000	$000
	TRANSPORTATION SERVICES							
166	31006 Honourable George Dunbar Bridge (Structure 311)	500	16,952					17,452
168	31007 By-Town Bridges (Structure 307 & 308)		5,200					5,200
170	31041 Federal Bridges - Regional Contributions	37	160	235	235			667
172	31043 Bank Street Bridge (Structure 201)	1,158						1,158
174	31048 Bridge Rehabilitation Programme	2,160	2,180	2,480	2,605	2,745	13,780	25,950
176	31050 Structure Replacement Programme	2,417	3,055	3,195	3,435	3,160	17,345	32,607
	Bridges/Grade Separations	6,442	27,547	20,430	6,275	5,905	31,125	97,724
	MTO Revenue	2,649	11,023	8,079	2,510	2,362	12,450	39,073
	NET AUTHORITY	3,793	16,524	12,351	3,765	3,543	18,675	58,651
	Storm Sewers							
180	31403 Storm Sewer Contribution	454	163	285				902
182	31410 Storm/Sanitary Sewer Separation	59						59
	Storm Sewers	513	163	285				961
	MTO Revenue	212	65	114				391
	NET AUTHORITY	301	98	171				570
	Street Lighting							
186	32706 Street Lighting Programme		240	250	265	280	1,625	2,660
188	32710 Underground Wiring Programme	55			100		460	615
190	32720 Street Lighting System Replacement Upgrade	100						100
	Street Lighting	155	240	250	365	280	2,085	3,375
	Other Revenue		120	125	132	140	813	1,330
	NET AUTHORITY	155	120	125	233	140	1,272	2,045

6.2 Capital Authority by Project

(Adjusted for Inflation)

Region Wide

PAGE	PROJECT NUMBER AND DESCRIPTION	1991	1992	1993	1994	1995	1996-2000	TOTAL
	TRANSPORTATION SERVICES	$000	$000	$000	$000	$000	$000	$000
	Studies							
194	33402 Long Term Functional Design of Regional Arterials	175	685	715	750	790	4,585	7,700
198	33407 Road Weather Information System Study		15					15
200	33408 Short Term Functional Design of Regional Arterials	200	1,575	1,650	1,735	1,825	10,575	17,560
202	33409 Transportation System Management Measures for the Central Area	600						600
204	33410 Study Phase II Model Development	9	11	11	13	15	88	147
	Studies	984	2,286	2,376	2,498	2,630	15,248	26,022
	MTO Special Agreements	450						450
	NET AUTHORITY	534	2,286	2,376	2,498	2,630	15,248	25,572
	Garages/Transportation Centes							
210	33802 Woodroffe Avenue Snow Dump Replacement		2,219					2,219
212	33803 Snow Dump Replacement and Development	849	4,910	6,110	4,295	1,675	5,090	22,929
214	33804 Conroy Road Snow Disposal Site Development			555				555
216	33806 Rideau River Park Snow Disposal Facility	230			1,595	5,735		7,560

6.2 Capital Authority by Project

(Adjusted for Inflation)

Region Wide

PAGE	PROJECT NUMBER AND DESCRIPTION	1991	1992	1993	1994	1995	1996-2000	TOTAL
		$000	$000	$000	$000	$000	$000	$000
	TRANSPORTATION SERVICES							
218	33810 Renovations/Replacements of Maintenance Buildings	2,601						2,601
	Garages/Transportation Centres	3,680	7,129	6,665	5,890	7,410	5,090	35,864
	Other Revenue			384				384
	NET AUTHORITY	3,680	7,129	6,281	5,890	7,410	5,090	35,480
	Maintenance Equipment							
222	35202 Equipment Replacement	2,630	2,105	1,567	1,242	741	7,491	15,776
224	35203 Emergency Measures-Vehicles & Equipment		306					306
226	35211 New Vehicles and Equipment	204	518	245	257	270	1,568	3,062
	Maintenance Equipment	2,834	2,929	1,812	1,499	1,011	9,059	19,144
	Other Revenue	297	337	157	124	74	796	1,785
	NET AUTHORITY	2,537	2,592	1,655	1,375	937	8,263	17,359
	Traffic Control Devices							
230	37105 Traffic Control Signal Programme	800	2,160	1,590	1,670	1,755	10,200	18,175
232	37115 Rebuilding,Modernization & Upgrading TCS Programme	645	575	600	630	660	3,850	6,960
	Traffic Control Devices	1,445	2,735	2,190	2,300	2,415	14,050	25,135
	MTO Revenue	578	1,094	876	920	966	5,620	10,054
	NET AUTHORITY	867	1,641	1,314	1,380	1,449	8,430	15,081
	Computers							
236	37901 Computerized Traffic Surveillance and Signal Control System	220	115	120	125	130	730	1,440
238	37910 Geographically Referenced Information System (GRIS)	147	95	90	35	30	83	480
	Computers	367	210	210	160	160	813	1,920
	MTO Revenue	129	46	48	50	52	292	617
	NET AUTHORITY	238	164	162	110	108	521	1,303

6.2 Capital Authority by Project

(Adjusted for Inflation)

Region Wide

PAGE	PROJECT NUMBER AND DESCRIPTION	1991	1992	1993	1994	1995	1996-2000	TOTAL
		$000	$000	$000	$000	$000	$000	$000
	TRANSPORTATION SERVICES							
	Total Transportation Services	95,678	102,763	99,198	71,402	107,340	481,695	958,076
	Total MTO Revenue	16,252	26,974	35,128	17,000	18,134	62,550	176,038
	Total MTO Special Agreements	32,804	8,186	9,000	9,000	25,000	145,000	228,990
	Total Other Revenue	297	457	666	256	214	1,609	3,499
	TOTAL NET AUTHORITY	46,325	67,146	54,404	45,146	63,992	272,536	549,549

6.2 Capital Authority by Project

(Adjusted for Inflation)

Region Wide

DESCRIPTION	1991	1992	1993	1994	1995	1996-2000	TOTAL
	$000	$000	$000	$000	$000	$000	$000
TOTAL - REGION WIDE	103,494	109,335	104,186	78,529	115,476	553,117	1,064,137
Revenue	49,408	36,969	46,628	28,556	45,848	249,434	456,843
NET AUTHORITY	54,086	72,366	57,558	49,973	69,628	303,683	607,294
FINANCING - REGION WIDE							
Debentures	28,650	44,800	23,934	10,335	23,760	27,283	158,762
Capital PAYG	12,137	15,154	16,684	18,263	19,931	123,137	205,306
Equipment Reserve	2,537	2,412	1,655	1,375	937	8,263	17,179
R.D.C. Reserve	10,762	10,000	15,285	20,000	25,000	145,000	226,047
	54,086	72,366	57,558	49,973	69,628	303,683	607,294

6.2 Capital Authority by Project
(Adjusted for Inflation)

Transit

PAGE	PROJECT NUMBER AND DESCRIPTION	1991	1992	1993	1994	1995	1996-2000	TOTAL
		$000	$000	$000	$000	$000	$000	$000
254	30605 East Transitway - Hurdman Station to Michael Street	250						250
256	30606 East Transitway Michael Street to Blair Road	(2,550)						(2,550)
258	30610 Southeast Transitway Hurdman to Billings Bridge			8,000				8,000
260	30622 Place D'Orleans Transitway Station	5,800						5,800
262	30607 Transitway Construction- General		200	500	500			1,200
264	30611 Southeast Transitway Billings Bridge to Hunt Club Road		10,000	10,000	23,500			43,500
266	30620 Park and Ride Facilities	2,135						2,135
274	33419 East Transitway Study - Champlain Street to Trim Rd	900						900
276	33411 West Transitway Study Woodroffe to West of Acres Rd - Environmental Assessment Study	50						50
278	33412 City of Kanata Transitways Study	1,250						1,250
280	33415 West Transitway Study Churchill Ave to Lincoln Fields Stn.	2,000						2,000
284	33421 Southwest Transitway Extension Study - Baseline to Fallowfield	1,000						1,000
288	33420 Southeast Transitway Study South of Hunt Club	950						950
290	33414 Southwest Transitway Property Baseline Station - Fallowfield			8,985	8,850			17,835
294	30623 East Transitway Property Champlain Street to Trim Rd	2,000						2,000

6.2 Capital Authority by Project
(Adjusted for Inflation)

Transit

PAGE	PROJECT NUMBER AND DESCRIPTION	1991	1992	1993	1994	1995	1996-2000	TOTAL
		$000	$000	$000	$000	$000	$000	$000
	TOTAL TRANSIT	13,785	10,200	27,485	32,850			84,320
	Transit Subsidy	7,161	7,500	13,397	17,625			45,683
	NET AUTHORITY	6,624	2,700	14,088	15,225			38,637
	FINANCING							
	Capital PAYG	5,624	2,700	12,088	11,225			31,637
	R.D.C. Reserve	1,000		2,000	4,000			7,000
		6,624	2,700	14,088	15,225			38,637

6.2 Capital Authority by Project
(Adjusted for Inflation)
Sewer System

PAGE	PROJECT NUMBER AND DESCRIPTION	1991	1992	1993	1994	1995	1996-2000	TOTAL
	SEWER SYSTEM	$000	$000	$000	$000	$000	$000	$000
	Sewer & Pumping Stations							
304	42008 South Ottawa Collector Sewer	46,930						46,930
306	42011 Sewage Pump Stations Retrofit	910	250	468				1,628
308	42017 Carp Sewage Pump Station and Forcemain	7,772						7,772
310	42019 Carp Local Sewer System	3,550						3,550
312	42020 Conroy Road Collector Sewer	5,700						5,700
314	42025 Bells Corners Pullback Sewer		475	155	2,685			3,315
316	42026 Western Growth Sewers Upgrade		3,930	3,550	4,900	6,950	15,750	35,080
318	42028 Cave Creek Relief System		1,825					1,825
320	42030 Unspecified Long Range Projects						72,700	72,700
322	42031 West Rideau Collector Sewer Prgm.		400	18,380		6,900	18,000	43,680
326	42032 Page Rd Collector, P/S & Forcemain						4,400	4,400
328	42033 Rideau River Crossing		100		200	4,700		5,000
	Total Sewers & Pumping Station	64,862	6,980	22,553	7,785	18,550	110,850	231,580
	Studies							
336	43405 Sewer Master Plan	250	250					500
	Computers							
38	17907 GRIS - Hardware/Software	66	112	114	112	70	177	651
40	17908 Communication Equipment Purchase	57	37	27	20	15	34	190
42	17909 Computer Equipment Purchases	98	123	40	156	60	347	824
	Total Computers	221	272	181	288	145	558	1,665

6.2 Capital Authority by Project
(Adjusted for Inflation)
Sewer System

PAGE	PROJECT NUMBER AND DESCRIPTION	1991	1992	1993	1994	1995	1996-2000	TOTAL
	SEWER SYSTEM	$000	$000	$000	$000	$000	$000	$000
	TOTAL SEWER SYSTEM	65,333	7,502	22,734	8,073	18,695	111,408	233,745
	Revenue	17,175	1,925	3,550	5,100	18,550	38,150	84,450
	NET AUTHORITY	48,158	5,577	19,184	2,973	145	73,256	149,295
	FINANCING							
	Capital PAYG	42,158	2,577	12,184	2,973	145	73,258	133,295
	RDC Reserve	6,000	3,000	7,000				16,000
		48,158	5,577	19,184	2,973	145	73,258	149,295

6.2 Capital Authority by Project

(Adjusted for Inflation)

Water Supply System

PAGE	PROJECT NUMBER AND DESCRIPTION	1991	1992	1993	1994	1995	1996-2000	TOTAL
		$000	$000	$000	$000	$000	$000	$000
	WATER SYSTEM							
	Storage Tanks & Reservoirs							
358	41604 Elevated Tanks - Rehabilitation and Painting	194			288		1,381	1,863
422	41605 Glencairn Reservoir - Expansion		585		7,105		11,100	18,790
430	41607 Carlington Heights Reservoir - Expansion	50			250	600	20,100	21,000
394	41609 River Ridge Elevated Tank					300	3,100	3,400
396	41610 Leitrim Area Reservoir	3,000						3,000
412	41611 Barrhaven Reservoir Cell#2				130	4,680		4,810
	Total Storage Tanks & Reservoirs	3,244	585		7,773	5,580	35,681	52,863
	Water Filtration & Pumping							
352	41707 Britannia Plant Expansion	1,200						1,200
348	41710 Lemieux Island - WPP Expansion & Rehabilitation	16,770	3,440	17,900	490	2,187		40,787
436	41713 Vars Communal Water System	6,049						6,049
438	41714 Carp Communal Water System	6,480						6,480
360	41715 Fleet Street Pumping Station Structural Rehabilitation	65	980	1,485	1,545			4,075
368	41718 WPP Plants Process Modifications	25			250	690	23,325	24,290
424	41719 Glencairn Pumping Station Expansion		150	2,600				2,750
440	41721 Metcalfe Communal Water System	275	7,250					7,525
362	41725 Anthracite (Filter Media)	115				155	210	480
354	41726 Britannia Filters Rebuild	25	975					1,000
372	41727 WPP - Waste Water Disposal	700	300	2,945	3,600	600	31,000	39,145
364	41732 Water Division Facilities Roofing Replacement	69	30	140		225	1,005	1,469
398	41733 Leitrim Pumping Station	3,500						3,500
400	41737 S. Gloucester P/S-Upgrading	125						125
	Total Water Filtration & Pumping	35,398	13,125	25,070	5,885	3,857	55,540	138,875

6.2 Capital Authority by Project

(Adjusted for Inflation)

Water Supply System

PAGE	PROJECT NUMBER AND DESCRIPTION	1991	1992	1993	1994	1995	1996-2000	TOTAL
		$000	$000	$000	$000	$000	$000	$000
	WATER SYSTEM							
	Feedermains							
464	41815 Fleet/Portage Bridge Feedermain			200		2,810		3,010
466	41818 Oversized Watermains	215	590					805
468	41827 Johnston Road Feedermain (Parkway - Conroy)	435						435
444	41838 Bilberry Creek Industrial Park	123	275	310	340	375	845	2,268
414	41840 Barrhaven Area Feedermain	420						420
470	41843 Innes Road Feedermains	325						325
384	41846 Hunt Club Road Feedermain (Cahill - Hawthorne)	110	250	450				810
472	41851 East Urban Community Area	270						270
386	41854 Hunt Club Rd Feedermain (Merivale - Woodroffe)	200	2,050					2,250
380	41857 Forest Ridge Feedermain	1,850						1,850
474	41858 McFarlane Road Feedermain		550					550
402	41859 Airport Parkway (Hunt Club to Leitrim)	195		4,900				5,095
404	41861 CPR/Armstrong Road Feedermain			1,250	3,750	5,100	6,200	16,300
426	41862 Abbott Street Feedermain	200		265				465
476	41863 David Drive Feedermain	2,320						2,320
416	41864 Woodroffe Ave Feedermain	2,300	4,400					6,700
432	41865 Carlington Heights Area Feedermain						7,500	7,500
388	41886 Riverside/Hunt Club Feedermain	135	960					1,095
390	41889 Hunt Club Bridge Feedermain	50	1,950					2,000
418	41890 Greenbank Road Feedermain	500						500
406	41891 Armstrong/Rideau River Crossing						5,600	5,600
408	41892 Leitrim Area Feedermain		1,000					1,000
	Total Feedermains	9,648	12,025	7,375	4,090	8,285	20,145	61,568

6.2 Capital Authority by Project

(Adjusted for Inflation)

Water Supply System

PAGE	PROJECT NUMBER AND DESCRIPTION	1991	1992	1993	1994	1995	1996-2000	TOTAL
		$000	$000	$000	$000	$000	$000	$000
	WATER SYSTEM							
	System Rehabilitation & Improvements							
448	41901 Water System Improvement	420	440	465	485	510	2,955	5,275
450	41902 Water Intersection Improvement	165	175	185	190	200	1,175	2,090
452	41903 Coordinated Watermains Rehabilitation	4,000	4,500	5,000	6,000	6,000	37,500	63,000
454	41904 Proactive Watermains Rehabilitation		600	1,100	2,100	3,000	30,200	37,000
	Total System Rehabilitation	4,585	5,715	6,750	8,775	9,710	71,830	107,365
	Studies							
458	43422 Water Master Plan	250	250					500
460	43428 Water System Operations Study		175					175
	Total Studies	250	425					675
	Remote Facilities							
480	43602 Remote Facilities Water Division				600	7,400	11,000	19,000
	Total Remote Facilities				600	7,400	11,000	19,000
	Vehicles & Equipment							
484	45221 Communication System Upgrade		1,400					1,400
486	45222 Equipment Pool - New and Expanded	110	50	50	50	50	250	560
488	45223 Equipment Pool - Replacements	60						60
490	45722 Vehicle Pool - New and Expanded	120	200	200	200	200	1,000	1,920
492	45723 Vehicle Pool - Replacements	1,240	1,700	1,800	1,900	2,000	11,500	20,140
	Total Vehicles & Equipment	1,530	3,350	2,050	2,150	2,250	12,750	24,080
	Computer Hardware/Software							
38	17907 G.R.I.S. Hardware/Software	125	215	219	215	136	339	1,249
40	17908 Communications Equipment Purchase	108	70	53	38	28	65	362
42	17909 Computer Equipment Purchases	188	236	76	299	115	666	1,580
	Total Computer Hardware/Software	421	521	348	552	279	1,070	3,191

6.2 Capital Authority by Project

(Adjusted for Inflation)

Water Supply System

PAGE	PROJECT NUMBER AND DESCRIPTION	1991	1992	1993	1994	1995	1996-2000	TOTAL
		$000	$000	$000	$000	$000	$000	$000
	WATER SYSTEM							
	TOTAL WATER SYSTEM	55,076	35,746	41,593	29,825	37,361	208,016	407,617
	Revenue	19,657	8,600	6,150	3,750	5,400	14,900	58,457
	NET AUTHORITY	35,419	27,146	35,443	26,075	31,961	193,116	349,160
	FINANCING							
	Capital PAYG	31,119	22,396	31,143	19,675	25,281	161,616	291,230
	R.D.C. Reserve	3,000	3,050	2,500	4,500	4,680	20,000	37,730
	Equipment Reserve	1,300	1,700	1,800	1,900	2,000	11,500	20,200
		35,419	27,146	35,443	26,075	31,961	193,116	349,160

6.2 Capital Authority by Project

(Adjusted for Inflation)

Solid Waste Disposal

PAGE	PROJECT NUMBER AND DESCRIPTION		1991	1992	1993	1994	1995	1996-2000	TOTAL
	LANDFILL SITES		$000	$000	$000	$000	$000	$000	
500	42301	Landfill - Capping Program	6,972			200	7,540	5,900	20,612
502	42302	Landfill - Land Requirement	510						510
504	42304	Capping Old Nepean Site		3,000	3,500				6,500
506	42305	Landfill Site Improvement & Optimization	1,150	1,175					2,325
514	42310	Household Waste Program	1,545	1,200	1,150				3,895
508	42315	New Landfill Site				1,900	4,900	21,500	28,300
516	42316	EA Hearing Costs				500	1,500	1,500	3,500
518	42320	Waste Management Alternatives	800	760	775	28,800		196,250	227,385
510	42321	Landfill Stage Preparation	4,369		200	4,200	4,000		12,769
520	42322	Landfill Leachate Plant	400	2,000				8,000	10,400
		Total Landfill Sites	15,746	8,135	5,625	35,600	17,940	233,150	316,196
	Studies								
526	43402	Waste Management Plan (2)	2,000	3,000	2,000	1,500			8,500
		Total Studies	2,000	3,000	2,000	1,500			8,500
		TOTAL SOLID WASTE	17,746	11,135	7,625	37,100	17,940	233,150	324,696
		Revenue							
		NET AUTHORITY	17,746	11,135	7,625	37,100	17,940	233,150	324,696
		FINANCING							
		Capital PAYG	17,746	11,135	7,625	37,100	17,940	233,150	324,696

6.3 Summary of New Debenture Authority

(Adjusted for Inflation)

PAGE	PROJECT NUMBER AND DESCRIPTION		1991	1992	1993	1994	1995	1996-2000	TOTAL
			$000	$000	$000	$000	$000	$000	$000
	PROPERTY								
46	13503	Accommodation for Councillors	-	-	-	2,935	-	-	2,935
	PLANNING								
54	19905	Assisted Housing Land Bank	2,000	2,000	1,000	-	-	-	5,000
	SOCIAL SERVICES								
76	54421	Replacement Facility Emergency Housing for Families	3,400	-	-	-	-	-	3,400
78	54422	Replacement Facility Emergency Housing for Women	1,050	-	-	-	-	-	1,050
	TOTAL SOCIAL SERVICES		4,450	-	-	-	-	-	4,450
	HOMES FOR THE AGED								
68	54404	Island Lodge Replacement	-	-	-	-	4,500	16,908	21,408
66	54405	Centre D'Accueil Champlain Renovation Addition & Upgrading	-	-	734	-	-	-	734
70	54412	Island Lodge	-	1,400	-	-	-	-	1,400
64	54416	Carleton Lodge Expansion Renovations & Downsizing	-	-	-	-	-	6,275	6,275
	TOTAL HOMES FOR THE AGED		-	1,400	734	-	4,500	23,183	29,817
	TRANSPORTATION								
106	30609	Vanier Parkway (Beechwood - Sussex)	-	-	2,383	-	12,458	-	14,841
108	30610	Hunt Club Extension (Hwy 416 - Merivale)	-	5,489	-	1,510	-	-	6,999
110	30611	Hunt Club Extension (Merivale - Bowesville)	3,537	-	-		-	-	3,537
112	30619	Hunt Club Road (Bowesville-Airport Parkway)	-	5,013	-	-	-	-	5,013
126	30674	Baseline Road (Hwy 416 - Greenbank)	-	-	3,302	-	-	-	3,302
130	30682	Practical Standards Programme	4,413	-	1,600	-	-	643	6,656
134	30685	Inner Provincial Highway By-Pass	3,000	-	-	-	-	-	3,000

6.3 Summary of New Debenture Authority

(Adjusted for Inflation)

PAGE	PROJECT NUMBER AND DESCRIPTION		1991	1992	1993	1994	1995	1996-2000	TOTAL
144	30604	Walkley Road Extension (Russell Rd - Hwy 417)	-	8,310	-	-	-	-	8,310
148	30663	Tenth Line Road (Innes Road - Jeanne D'Arc)	7,101	-	-	-	-	-	7,101
154	30676	St. Joseph Blvd (Queensway - Jeanne D'Arc)	-	864	-	-	-	-	864
162	31002	Cummings Bridge (Structure 310)	-	-	8,805	-	-	-	8,805
166	31006	Honourable George Dunbar Bridge (Structure 311)	299	10,171	-	-	-	-	10,470
168	31007	By-Town Bridges (Structures 307 & 308)	-	3,116	-	-	-	-	3,116
174	31018	Bridge Rehabilitation Programme	400	1,308	-	-	-	3,457	5,165
210	33802	Woodroffe Ave. Snow Dump Replacement	-	2,219	-	-	-	-	2,219
212	33803	Snow Dump Replacement & Development	849	4,910	6,110	4,295	1,675	-	17,839
216	33806	Rideau River Park Snow Disposal Facility	-	-	-	1,595	5,127	-	6,722
218	33810	Renovations/Replacements of Mtce Buildings	2,601	-	-	-	-	-	2,601
	TOTAL TRANSPORTATION		22,200	41,400	22,200	7,400	19,260	4,100	116,560
	TOTAL NEW DEBENTURE AUTHORITY		28,650	44,800	23,934	10,335	23,760	27,283	158,762

6.4 Summary of Capital Spending Plan

(Adjusted for Inflation)

	1991 $000	1992 $000	1993 $000	1994 $000	1995 $000	1996-2000 $000	TOTAL $000
REGION WIDE							
- General Administration	3,256	8,628	5,205	6,796	3,289	15,525	42,699
- Environmental Areas	383	402	422	443	465	5,989	8,104
- Health & Social Services	6,180	2,895	2,700	4,500	8,435	50,958	75,668
- Transportation	76,389	107,484	140,847	105,163	102,336	503,071	1,035,290
REGION WIDE	86,208	119,409	149,174	116,902	114,525	575,543	1,161,761
TRANSIT	46,137	77,410	62,969	55,176	11,888	10,517	264,097
SEWER	144,445	124,276	52,712	28,368	18,620	112,908	481,329
WATER	58,430	47,299	33,879	36,484	40,536	209,696	426,324
SOLID WASTE DISPOSAL	22,283	12,820	7,725	20,950	33,550	233,690	331,018
TOTAL SPENDING PLAN	357,503	381,214	306,459	257,880	219,119	1,142,354	2,664,529
Revenue	116,909	146,882	126,154	99,775	85,765	325,575	901,060
NET SPENDING	240,594	234,332	180,305	158,105	133,354	816,779	1,763,469
Total Net Financing							
Debentures	99,000	79,000	65,000	28,000	16,000	30,000	317,000
Capital PAYG	89,507	107,577	85,065	98,330	84,737	602,016	1,067,232
Equipment Reserve	3,837	4,112	3,455	3,275	2,937	19,763	37,379
R.D.C. Reserve	20,762	16,050	26,785	28,500	29,680	165,000	286,777
Depreciation Reserve	21,607	22,856					44,463
Debt Reduction	5,881	4,737					10,618
Net Financing	240,594	234,332	180,305	158,105	133,354	816,779	1,763,469

Annexes

	1990	1991	% Increase
URBAN			
Regional Property Tax (1)	$650	$701	7.8
Water (2)	$187	$187	–
Sewer (2)	$196	$198	1.0
	$1,033	$1,086	5.1
RURAL			
Regional Property Tax (3)	$287	$315	9.9

(1) Based on the weighted average assessment of the municipalities of Gloucester, Kanata, Nepean, Ottawa, Vanier, Rockcliffe and Cumberland.

(2) Based on the average consumption of 1 cubic metre of water per day.

(3) Based on the weighted average assessment of the municipalities of Goulbourn, Osgoode, Rideau and West Carleton.

	1990 Adjusted Budget		1991 Request		
	Gross $000	Net $000	Gross $000	Net $000	Inc. %
Regional Programs					
Operations	140,933	67,047	152,172	73,425	9.5
Capital Financing	89,051	87,144	91,060	89,133	2.3
Total Regional Programs	229,984	154,191	243,232	162,558	5.4
Cost Shared Social Programs					
Social Services	165,636	42,683	206,938	52,808	23.7
Chronic Care Homes	28,149	5,012	30,453	9,152	82.6
– Hospital Financing	3,238	3,238	–	–	(100.0)
Health	15,854	4,127	16,704	4,229	2.5
Childrens Aid Society	5,723	5,723	6,534	6,534	14.2
	218,600	60,783	260,629	72,723	19.6
Day Care	32,972	6,662	38,888	8,779	31.8
Transportation/ Handicapped	8,474	4,366	11,269	5,774	32.2
Total Cost Shared	260,046	71,811	310,786	87,276	21.5

Operating & Capital Budget Summary Annex C

	1990 Budget $000	1991 Budget $000	Inc. %	
Expenditures				
Operating Budget				
- Tax Supported (Gross)	491,030	554,018	12.8	
- Rate Supported (Gross)	132,710	143,966	8.5	
	623,740	697,984	11.9	
- Less: Taxes/Rates For Capital	104,782	103,628	(1.1)	
	518,958	**594,356**	**14.5**	
Capital Spending	390,464	357,503	(8.4)	
	909,422	**951,859**	**4.7**	
Sources				
Taxes	226,002	249,833	7.8	*
Rates	122,359	132,583	8.4	
Provincial Subsidies	366,998	385,075	4.9	
Debentures	93,000	99,000	6.5	
Capital Reserves from Prior Years	44,042	17,204	(60.9)	
Regional Development Charges	15,046	20,762	38.0	
Other	41,975	47,402	12.9	
	909,422	**951,859**	**4.7**	

* after 2.7% Assessment Growth

1991 Program Reductions Annex D

		Total Request Net $000	Program Reduction Net $000
Region Wide	Legislative	957	36
	Chairman's Office	325	4
	C.A.O.	757	5
	Inform & Public Affairs	824	100
	Regional Clerk	2,038	75
	911 Emergency System	2,255	30
	Legal Services	1,693	23
	Property Services	9,455	33
	Human Resources	3,045	50
	Finance	10,376	160
	Audit – Internal	561	7
	Planning	2,900	43
	Transportation	23,309	879
	Health	4,229	118
	Social Services	52,808	48
	Homes for the Aged	9,152	47
	Non–Dept Expenditures		
	Insurance	81	2
	Hospitals	3,854	3,854
	O.T.C.A.	1,800	25
	O.C.R.I.	145	2
	Provision for Unforeseen	650	200
	Capital PAYG	12,500	1,500
	Other Financial Charges	9,300	500
Day Care	Capital Grants	186	186
Transit	Capital PAYG	13,700	3,000
Sewer	Operations	24,272	309
	Depreciation Reserve	21,607	4,842
Water	Operations	34,346	610
	Capital PAYG	21,573	2,798
	Grand Total		19,486

Projected Reserve and Reserve Fund Balances ***
December 31, 1991 Annex E

	Uncommitted Balances Dec. 31/90 $000	Contributions From 1991 Taxes & User Charges $000	1991 Interest Earned $000	1991 Drawdowns $000		Uncommitted Balances Dec. 31/91 $000
Capital Project Reserves						
-Region Wide	516	12,500	677	12,137		1,556
-Day Care	330	0	33	0	**	363
-Transit	3,939	13,700	1,079	17,624	*	1,094
-Sewer	40,866	16,500	4,912	42,158		20,120
-Water	15,904	21,573	2,671	31,119		9,029
-Environmental Areas	598	0	60	0		658
-Solid Waste	15,660	9,306	2,031	17,746		9,251
-Snow Dump Replacement	386	168	47	0		601
-Equipment Replacement						
-Transportation	7,311	1,213	792	3,140		6,176
-Environmental Services	2,919	1,000	342	1,300		2,961
-Solid Waste	1,528	180	162	0		1,870
-Health Care	1,618	0	900	0	**	2,518
Day Care Contingency	907	0	91	0		998
Debenture Currency Exchange	7,476	0	955	1,360		7,071
Insurance	1,857	100	212	250		1,919
Vested Employee Benefits	6,675	0	697	1,200		6,172
Winter Control	3,270	0	327	0		3,597
Sewer Depreciation	0	21,607	0	21,607		0
Sewer Levy Contingency	4,213	0	421	0		4,634
Sewer Surcharge Contingency	17,603	0	1,760	0		19,363
Sub Total	133,576	97,847	18,168	149,641		99,950
R.D.C. Reserve Funds	23,750	17,404	3,245	20,762		23,637
Reserves - General	1,100	-	-	-		1,100
- Working Capital	1,474	-	-	-		1,474
- Other Reserves	1,800	-	-	-		1,800
Grand Total	161,700	115,251	21,413	170,403		127,961

* Drawdown includes $12.0 million to reduce unfunded debenture authority of $28.3 million.

** Subject to request for funding and Council approval.

*** Projected Reserve and Reserve Fund Balances shown on this page are after commitments against the respective funds.

Regional Development Charges
Statement of Revenue & Projects Funded

Annex F

	Total $000	Roads $000	Transit $000	Water $000	Sewer $000	Health $000
Total receipts to Dec.31,1990	59,667	30,561	2,904	9,796	14,914	1,492
Revenues in 1991	17,404	10,278	1,713	1,876	3,263	274
Total Revenue	77,071	40,839	4,617	11,672	18,177	1,766
Interest earned	11,016	5,837	660	1,668	2,598	252
Total Funds Available	88,087	46,676	5,277	13,340	20,775	2,018
Capital Projects Financed						
Eagleson Road	5,528	5,528	–	–	–	–
Innes Road	1,324	1,324	–	–	–	–
Blackburn Hamlet By–Pass	5,624	5,624	–	–	–	–
St.Joseph Blvd.	3,784	3,784	–	–	–	–
Hunt Club Extension	5,205	5,205	–	–	–	–
Tenth Line Road	11,298	11,298	–	–	–	–
March Road	1,680	1,680	–	–	–	–
Hawthorne – Walkley Connection	525	525	–	–	–	–
East Transitway Study	109	–	109	–	–	–
West Transitway Study	491	–	491	–	–	–
Orleans Town Centre	2,265	–	2,265	–	–	–
Lemieux Island WPP – Expansion & Rehabilitation	2,000	–	–	2,000	–	–
Britannia Expansion	2,425	–	–	2,425	–	–
Forest Ridge Pumping Station	4,500	–	–	4,500	–	–
Forest Ridge Feedermain	1,000	–	–	1,000	–	–
Orleans Reservoir	1,000	–	–	1,000	–	–
R.O. Pickard Environmental Centre	4,935	–	–	–	4,935	–
Western Growth Area Sewer Upgrading	120	–	–	–	120	–
South Ottawa Collector	6,000	–	–	–	6,000	–
Cumberland/Gloucester Collector	3,637	–	–	–	3,637	–
Orleans Health Centre	1,000	–	–	–	–	1,000
Total Committed Against Projects	64,450	34,968	2,865	10,925	14,692	1,000